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AUTHOR Doak, J. Linward: And Others
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ABSTRACT

Institutions with graduate programs accredited by the National Council for Accreditation of Teacher Education were surveyed for information on administrative practices. Responses were received from 163 schools: 136 public and 27 private. Responses were found to be similar from the two groups, and are reported together. In some ways the institutions studied were similar: 92 percent have a faculty leave policy, 96 percent have a mandatory retirement age, 82 percent have a formal followup program of graduates, and 95 percent of those with a followup program use a questionnaire. On the other hand these institutions vary widely in administrative practices. The type of leave policy varied: there was no consensus as to a retirement age, years required for promotion, teaching load, requirement to publish, or evaluation of faculty. Further research considering institution size, specialties, and other factors is recommended. Extensive data charts on responses to specific questionnaire items, giving breakdowns for public and private sectors, are appended. (Author/MSE)

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ADMINISTRATIVE PRACTICES OF COLLEGES OF EDUCATION

J. Linward Doak
Associate Dean - College of Education

Dixon A. Barr
Dean - College of Education

Robert L. Byrne
Professor of Elementary Education

EASTERN KENTUCKY UNIVERSITY
Richmond, Kentucky
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Administrative practices should be continually questioned, especially in light of current practice in other similar institutions. The problem comes in knowing what is common practice in like institutions.

It is easy for morale to drop when rumors of "better conditions" in other colleges go unanswered. If in fact current practices are out of line, the best faculty can be retained and the morale kept at the highest level by reconsidering, and if needed, altering policy in order to remain fair and competitive. Again, the common administrative practices of other colleges must be known.

Rogers (1974) published an article on "Administrative Practices of Southern Business Schools." This survey was a step toward establishing baseline data on current practices in business schools. Seeing the need for comparable information on College of Education, this survey was initiated.

Procedure

The population surveyed included all institutions with graduate programs appearing in the Annual List 1975-6 of schools and colleges accredited by the National Council for Accreditation of Teacher Education (NCATE). From the 274 institutions listed and who received survey forms, 163 (59.5%) completed and returned them.

The returned surveys included 136 public and 27 private institutions. Due to the few private schools reporting, no separation was made between public and private schools. It is interesting to note however, that the two groups did not vary but a few percentage points within the various categories.

These institutions ranged in enrollments from less than 2,500 to over

15,000 students (see Table 1). Twenty-six percent were institutions with total enrollments over 15,000 students.

TABLE 1

DEMOGRAPHIC DATA OF COLLEGES AND UNIVERSITIES PARTICIPATING IN THE SURVEY BY RETURNING COMPLETED QUESTIONNAIRE

Variable	Number	Percentage
Schools returning Questionnaires	163	59%
Public Schools Participating	136	83%
Private Schools Participating	27	17%
Schools Participating with Enrollments Under 2,500	10	6%
Schools Participating with 2,501-7,500 Enrollments	60	37%
Schools Participating with 7,501-15,000 Enrollments	50	31%
Schools Participating with Enrollments Over 15,001	43	26%
Faculties Numbering Less than 50	58	36%
Faculties Numbering From 51-100	63	39%
Faculties Numbering From 101-150	24	15%
Faculties Numbering From 151-200	13	8%
Faculties Numbering Over 200	4	2%

Fifty-eight colleges had faculties numbering from 0-50, sixty-three with faculties from 51-100, twenty-four with 101-150, thirteen with 151-200 and four with over 200. Seventy-nine percent of the returns were from institutions accredited by the Middle States Association (15%), the Southern Association (27%), and the North Central Association (37%). All offer masters degree graduate programs and in addition, 59 percent offer the specialist degree and 40 percent offer the doctorate. Twenty-eight

percent are represented by a union with 78 percent of those belonging to the AFT, AAUP, and NEA.

Results

The results of this survey have been organized into four categories: faculty welfare, tenure and promotion policies, faculty involvement, and evaluation of graduates.

Faculty Welfare

Fifty-two percent reported each faculty member had a travel allowance and sixty-nine percent had a per diem limitation for those for whom a travel allowance were available (see Table 2).

In response to the question concerning whether or not they had a faculty leave policy, 92 percent responded positively. Respondents were then requested to explain their policies. Since a forced choice format was not used for comments, most of the respondents explained their policies in terms of required years of service (37%), pay during leave (23%), or a somewhat more vague response that leaves are granted upon request and approved (25%). It may be further observed on Table 2 that the majority (57%) of those commenting about years of service stated that leaves were not granted until after at least six years of service. Since there were only 34 of the 150 schools with leave policies who commented about pay during leave, the relatively small number, 15 or 44 percent of the pay comments, that stated leaves are granted without pay does not consist a large enough sample to generalize concerning that practice.

Mandatory retirement ages have been scrutinized recently. Whether or not professors and/or administrators should be required to retire because of age rather than competency is being questioned in light of increased

TABLE 2

ADMINISTRATIVE PRACTICES CONCERNED WITH TRAVEL, LEAVE, AND RETIREMENT AND PERCENTAGE OF POSITIVE RESPONSES

Practices	Number	Percentage
Travel Allowances for Each Member	84	52%
Per Diem Limitation for Travelers	112	69%
Faculty Leave Policy	150	92%
Comments Concerned with Required Service	56	37%
Leave After 3-6 Years of Service	9	16%
Leave After 6 but not 7 Years of Service	15	27%
Leave After 6 Years of Service	32	57%
Comments Concerning Pay During Leave	34	23%
Full Pay for 1/2 year or 1/2 Pay for Full Year	19	56%
Leave Without Pay	15	44%
Leave Granted Upon Request and Approval	38	25%
Other Comments	9	6%
Have Leave Policy, But Did Not Comment	13	9%
Mandatory Retirement or Loss of Tenure	157	96%
Mandatory at Age 65 (all)	76	48%
Mandatory at Age 67 (all)	54	34%
Mandatory at Age 68 (faculty)	16	10%
Mandatory at Age 70	11	7%

longevity and cost of retirement benefits. Present practices indicate that 96 percent of the institutions have set a mandatory retirement age. A large majority of these schools require their faculty members to retire at either age 65 (48%) or age 67 (34%). Although not indicated on Table 2, nine of the respondents stated that their administrators were required to retire at age 65 but different policies pertained to the teaching faculty.

Teaching loads and the type of secretarial assistance available to the faculty may also be considered as faculty welfare practices. As can be observed in Table 3.

Teaching loads varied for both undergraduate and graduate faculty. Undergraduate faculty teach 8-15 semester hours with 66 percent teaching 12 semester hours. Undergraduate faculty on the quarter system teach 6-15 quarter hours with 46 percent teaching 6-12 hours, and 14 percent teaching 14 hours or more.

Graduate faculty on the semester system generally teach from 6-12 hours with 31 percent teaching 8-10 semester hours and 43 percent teaching 12 semester hours. The graduate load for faculty on the quarter system ranges from 6-15 quarter hours with 57 percent teaching 6-12 hours, and 11 percent teaching 14-15 hours.

The majority (67%) of the schools provide the faculty with either a department or unit secretary (37%) or a departmental secretary combined with a student secretary (30%). Only a relatively small number of the schools (4 or 2%) relied solely on student secretaries. Secretarial pools which may have included student secretaries were utilized by 23 percent of the respondents.

TABLE 3

NUMBER SEMESTER AND QUARTER HOURS TAUGHT
BY UNDERGRADUATE AND GRADUATE FACULTY

Semester Hours Taught	Number of Schools Undergraduate Faculty	Percentage of Schools Undergraduate Faculty	Number of Schools Graduate Faculty	Percentage of Schools Graduate Faculty
6	0	0%	4	3%
8, 9, or 10	12	10%	37	31%
12	79	66%	51	43%
14 or 15	14	12%	0	0%
6-12	0	0%	22	18%
other	15	12%	5	4%
Total Semester	120	--	119	--
Quarter Hours Taught				
6-12	2	46%	25	57%
14-15	6	14%	5	11%
Varies	6	14%	2	5%
No Answer	11	26%	12	27%

Tenure and Promotion

Practices concerning tenure and promotion were surveyed by questions concerned with the presence of a quota system, the percentage of faculty on tenure, the number of service years required for tenure and promotion, publication requirements, and faculty evaluation.

Seventeen percent have a quota for promotions and only nine percent have a quota for tenure. Twenty-seven percent have faculties with 81-100 percent on tenure, 19 percent have 71-80 percent on tenure, 20 percent have 61-70 percent on tenure, 17 percent have 51-60 percent on tenure, and 16 percent have 0-50 percent on tenure.

As can be observed on Table 4, 17 percent of the schools require 7-10 years service before tenure, 24 percent require 4-6 percent, and 11 percent require 1-3 years. This includes seventy-five percent of the sample. Other reported categories as 1-7 years, 3-7 years, varies by rank, and negotiable. Although not observable on Table 4, it may be noted that 76 of the 163 colleges responding (47%) required either 5 or 6 years of service before granting tenure.

Thirty percent require a minimum of 1-3 years for promotion from instructor to assistant professor, 20 percent require 4-6 years. Nineteen percent reported it varies or a doctorate is required and 25 percent requires no minimum years service. Twenty percent reported 1-3 years required for promotion from assistant to associate professor, 52 percent required 4-6 years, 7 percent reported it varies, and 10 percent have no minimum. There is wide variation in the minimum years required for promotion from associate to full professor. Fifteen percent reported 1-3 years, 31 percent from 4-6 years, 16 percent 7-10 years and 12 percent reported no minimum requirement.

TABLE 4

PERCENTAGE OF SCHOOLS AND MINIMUM NUMBER OF YEARS REQUIRED FOR TENURE AND PROMOTION

Years	Percentage Tenure	Percentage Promotion From Instructor To Assistant	Percentage Promotion From Assistant To Associate	Percentage Promotion From Associate To Professor
1-3	11%	30%	20%	15%
4-6	24%	20%	52%	31%
7-10	17%	--	5%	16%
None	7%	25%	10%	12%
Varies	15%	19%	7%	20%
No Answer	1%	6%	6%	6%

When asked if undergraduate faculty were required to publish, 42 percent responded positively. Forty percent reported that publication was required for promotion 24 percent require publication for tenure. Fifty percent reported graduate faculty were required to publish and 36 percent require publication for promotion and 24 percent for tenure.

Faculty evaluation of tenured and non-tenured faculty varied with 61 percent reporting evaluation of tenured faculty and 52 percent reporting regular faculty evaluation of non-tenured faculty. Thirty-six percent of the institutions reported student involvement in tenured faculty evaluation, 33 percent involvement by faculty, and 28 percent involvement by administrators. Twenty-eight percent of the instituions reported student involvement in evaluation of non-tenured faculty, 32 percent involvement by faculty, and 17 percent involvement by administrators.

Faculty Involvement

Faculty involvement in scheduling, promotion, and tenure was reported by 73 percent and 45 percent reported involvement in budgeting in addition to scheduling, promotion, and tenure. Eighty-two percent reported involvement of both faculty and administrators in college search committees.

Due to follow-up evaluation accreditation requirements of NCATE and since all the institutions in the survey were accredited by NCATE, it was interesting to note thirty institutions (18%) reported no formal follow-up program of graduates. Thirty-five percent of the 133 having follow-up programs reported the administrative responsibility for the program was either with the Dean, the Associate Dean, or an Administrative Assistant. Twenty-nine percent reported Departmental Chairmen responsible.

Ninety-five percent use a questionnaire to collect follow-up data. Twenty-eight percent use both a questionnaire and an interview with six percent reporting on-site visits to collect follow-up information.

SUMMARY

In some ways the institutions studied were very much alike as 92 percent have a faculty leave policy, 96 percent have a mandatory retirement age, 82 percent have a formal follow-up program of graduates, and 95 percent of those with a follow-up program use a questionnaire.

On the other hand these institutions vary widely in administrative practices. Even though 92 percent reported a leave policy, the type of policy varied. There was no consensus as to a retirement age, years required for promotion, teaching load, requirement to publish, or evaluation of faculty.

Academic institutions exist for varied purposes and populations. They are much alike but there is also room for differences. Colleges would not

be happy with mandatory administrative practices due to service to different populations, but it is helpful to know those common areas that exist. A study of institutions considering specialities, size, and other breakdowns in like areas would be helpful in establishing more common practices related to specialized institutions.

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Fort Hays Kansas State College

APPENDIX

1. Type of Institution

Public	136
Private	27
Total	163

2. Size of Institution

	Public	Private	Total
0-2,500	5	5	10
2,501-5,000	19	9	28
5,001-7,500	28	4	32
7,501-10,000	22	4	26
10,001-15,000	22	2	24
over 15,000	40	3	43
	136	27	163

3. Is your faculty represented by a union?

	Public	Private	Total
Yes	40	5	45
No	96	21	117
No Answer		1	1
Total	136	27	163

If yes, by what group?

	Public	Private	Total
AFT	10		10
AAUP	9	3	12
NEA	11	2	13
Assoc Penn St. Co. & Union Faculty	5		5
UVP	2		2
Prof. Staff Conf	1		1
Mass S.P.	1		1
Minn Ed. Assoc	1		1
	40	5	45

4. Graduate degrees in Education offered by your institution.

	Public	Private	Total
Masters	36	12	48
Masters and Specialist	47	3	50
Masters, Specialists, Doctorate	36	9	45
Masters, Doctorate	17	3	20
Total	136	27	163

5. Size of your Education faculty

	Public	Private	Total
0-50	40	18	58
51-100	56	7	63
101-150	23	1	24
151-200	12	1	13
over 200	4		4
No Answer	1		1
Total	136	27	163

6. Proportion of your Education faculty on tenure (estimate).

% Range	Public	Private	Total
0-10	--	--	--
11-20	1	1	2
21-30	4	--	4
31-40	9	3	12
41-50	5	3	8
51-60	22	6	28
61-70	27	5	32
71-80	27	4	31
81-90	26	4	30
91-100	13	1	14
No Answer	2	--	2

7. Number of years service required before tenure.

Range or Year	Public	Private	Total
1-7	2	-	2
3-7	11	2	13
3	13	4	17
4	4	-	4
5	34	3	37
6	32	7	39
7	19	8	27
8	1	-	1
Varies by Rank	8	-	8
Negotiable	1	1	2
None	10	1	11
No Answer	1	1	2
Total	136	27	163

8. Minimum number of years needed for promotion.

A. Instructor to Assistant Professor

Years/Requirement	Public	Private	Total
1-3	42	7	49
4-6	29	3	32
10	1	-	1
None	34	7	41
Varies	13	5	19
Doctorate Required	10	2	12
No Answer	7	3	10
Total	136	27	163

B. Assistant Professor to Associate Professor

Years/Requirement	Public	Private	Total
1-3	25	7	32
4-6	76	9	85
7-8	8	-	8
None	12	5	17
Varies	8	3	11
Doctorate Required	1	-	1
No Answer	6	3	9
Total	136	27	163

C. Associate Professor to Professor

Years/Requirement	Public	Private	Total
1-2	1	1	2
3	21	2	23
4	19	2	21
5	18	2	20
6	5	4	9
7	11	-	11
8	4	1	5
9	1	-	1
10	9	-	9
None	13	6	19
Doctorate Required	1	-	1
Varies (Ranges of 2-3 to 9-12)	27	5	32
No Answer	6	4	10
Total	136	27	163

9. Do you have a faculty policy?

	Public	Private	Total
Yes	123	27	150
No	12	--	12
No Answer	1	--	1
Total	136	27	163

If yes, explain:

	Public	Private	Total
Sabbatical after 3 years	1	1	2
4	2	-	2
5	4	1	5
6	11	4	15
7	27	5	32
One half year full pay, part of year at half pay	17	2	19
Upon request and approval	30	8	38
Without pay	14	1	15
Answered yes, but did not explain	10	3	13
Other	7	2	9
Total	123	27	150

10. Do you have mandatory retirement?

	Public	Private	Total
Yes	132	25	157
No	3	2	5
No Answer	1	--	1
Total	136	27	163

If yes:

Age	Public	Private	Total
65	65	--	65
67	33	21	54
68	11	2	13
70	6	1	7
65 and yr. to yr. until 70	2	--	2
65 Adm. 65 yr to yr faculty	2	--	2
Lose tenure at 65	6	--	6
65 Adm., 70 faculty	4	--	4
65 Adm., 68 faculty	2	1	3
After 65 teach part-time	1	--	1
Total	132	25	157

11. What is your faculty teaching load?

Undergraduate	Public	Private	Total
Semester hours			
8	1	--	1
9	9	1	10
10	--	1	1
12	64	15	79
14	3	--	3
15	10	1	11
Other	12	3	15
Quarter hours			
6-10	3	--	3
12	16	1	17
15	6	--	6
Other	4	2	6
No Answer	8	3	11
Total	136	27	163

Graduate	Public	Private	Total
Semester hours			
6	3	1	4
8	2	1	3
9	29	5	34
12	39	12	51
6-9	5	--	5
9-12	14	3	17
Other	5	--	5
Quarter hours			
6-9	7	1	8
10-12	16	1	17
14-15	4	1	5
Other	2	--	2
No Answer	10	2	12
Total	136	27	163

12. What type of secretarial assistance is supplied your faculty?

	Public	Private	Total
Student Secretary	3	1	4
Secretarial pool	4	1	5
Dept. or Unit Secretary	52	9	61
Student and Dept. Secretary	41	8	49
Student Secretary and Pool	3	-	3
Secretarial Pool and Dept. Secretary	11	4	15
Student Secretary, Secretarial pool, Dept. Sec.	12	3	15
Based on Number of Faculty	8	1	9
No Answer	2	-	2
Total	136	27	163

13. Is publication required of your undergraduate faculty?

	Public	Private	Total
Yes	57	11	68
No	74	14	88
No Answer	5	2	7
Total	136	27	163

If yes, to what extent?

	Public	Private	Total
Required for promotion	9	3	12
Required for tenure	1	-	1
Required for promotion and tenure	9	3	12
Articles in referred journals	5	-	5
Required for promotion, merit and tenure	3	-	3
Varies	10	-	10
No Answer	20	5	25
Total	57	11	68

14. Is publication required of your graduate faculty?

	Public	Private	Total
Yes	68	13	81
No	62	14	76
No Answer	6	--	6
Total	136	27	163

If yes, to what extent?

	Public	Private	Total
Required for promotion	5	7	12
Required for tenure	1	-	1
Required for promotion and tenure	12	5	17
Referred journal articles	6	1	7
Varies	16	-	16
No Answer	28	-	28
Total	68	13	81

15. Does each faculty member have a travel allowance?

	Public	Private	Total
Yes	70	14	84
No	62	13	75
No Answer	4	--	4
Total	136	27	163

16. Is there a per diem limitation?

	Public	Private	Total
Yes	101	11	112
No	30	14	44
No Answer	5	2	7
Total	136	27	163

17. Do you have a summer session?

	Public	Private	Total
Yes	136	27	163

18. What is the length of your summer session?

Weeks	Public	Private	Total
5	4	2	6
6	10	2	12
8	40	6	46
9	11	3	14
10	16	2	18
11	7	-	7
12	13	1	14
2-6 week sessions	16	7	23
2-5 1/2 week sessions	4	1	5
Other	15	3	18
Total	136	27	163

19. How are your faculty paid for summer session?

	Public	Private	Total
Flat Rate	29	9	38
% of 9 Mo. Salary	--	-	--
15 - 19%	12	4	16
20 - 24%	40	4	44
25 - 30%	17	2	19
31 - 35%	10	1	11
Other	17	5	22
No Answer	11	2	13
Total	136	27	163

20. Are faculty actively involved in:

	Public	Private	Total
Scheduling	1	2	3
Scheduling and Promotion	-	1	1
Scheduling and Tenure	4	-	4
Scheduling and Budgeting	2	-	2
Scheduling, Promotion, Tenure	38	7	45
Scheduling, Promotion, Tenure, Budgeting	62	12	74
Promotion, Tenure	18	3	21
Scheduling, Promotion, Budgeting	2	-	2
Promotion, Budgeting, Tenure	6	-	6
Scheduling, Tenure, Budgeting	-	-	-
Involved in None	2	1	3
No Answer	1	1	2
Total	136	27	163

21. Positions added during 1976-77 and proposed positions for 1977-78.

	Positions Added During 76-77	Proposed Positions for 77-8
Administration	14	11
Adult Education	1	1
Agriculture Education	2	--
Audio Visual (Media, Media Lib.)	3	2
Bilingual (Multicultural)	7	2
Business Education	2	1
Counselor Ed. (Coun. Psy./Clin.Couns.)	19	14
Curriculum	4	3
Early Childhood	12	6
Educational Foundations	4	10
Educational Leadership	1	--
Educational Psychology	6	2
Educational Research	2	2
Elementary Education	6	7
English Education	2	1
Family Counseling	1	1
Higher Education	2	2
Home Economics	3	--
HPER	10	7
Industrial Education	1	--
Leisure	1	--
Library Science	--	1
Middle School	1	--
Music	1	--
Music Therapy	--	1
Personnel Services (Student)	1	--
Physical Education	4	1
Psychology	9	6
Reading	17	8
Recreation	2	1
Science Education	2	--

21. Continued

Social Work	--	1
Special Education	39	23
Supervision	3	3
Teacher Education	3	1
Urban Education	--	1
Visually Impaired	1	--
Vocational Rehabilitation	2	1
Vocational/Technical Education	8	6
Speech Pathology	--	3
Secondary Education	--	2

22. Do you have a formal follow-up program for graduates?

	Public	Private	Total
Yes	114	19	133
No	22	8	30
Total	136	27	163

23. If you have a formal follow-up program, where is the administrative responsibility?

	Public	Private	Total
Dean	27	--	27
Associate Dean	10	6	16
College of Ed. (Adm. Asst)	3	1	4
Dept. Chairman - Area Coord.	27	11	38
College of Ed. (Ed. Research)	8	--	8
Placement Office	7	--	7
Placement Office and Dept.	3	--	3
Program Director	3	--	3
Director of Student Teaching	4	--	4
Other	19	--	19
No Answer	3	1	4
Total	114	19	133

24. How do you collect information for your follow-up?

	Public	Private	Total
Questionnaire	71	11	82
Questionnaire and site visit	2	--	2
Interview	1	--	1
Interview and site visit	7	--	7
Questionnaire and Interview	32	6	38
Questionnaire, Interview, Site visit	1	--	1
Questionnaire and evaluation by employing school	1	1	2
Rating Instrument	1	--	1
Questionnaire and telephone survey	1	--	1
Varied	--	--	1
No Answer	--	1	1
Total	118*	19	137

*Four told how they will begin collecting

25. Is your University (College) accredited by:

Association	Public	Private	Total
New England Association	7	4	11
Middle States Association	19	5	24
Southern Association	38	6	44
North Central Association	54	7	61
Northwestern Association	10	2	12
Western Association	4	2	6
No Answer	4	1	5
Total	136	27	163

26. Do you have a quota system for promotion?

	Public	Private	Total
Yes	27	1	28
No	105	23	128
No Answer	4	3	7
Total	136	27	163

27. Do you have a quota system for tenure?

	Public	Private	Total
Yes	13	1	14
No	119	23	142
No Answer	4	3	7
Total	136	27	163

28. Do you have a regular faculty evaluation for non-tenured faculty by:

	Public	Private	Total
Students, Faculty, Admin.	5	4	9
Students, Admin.	4	4	8
Faculty, Admin.	2	-	2
Administration	7	2	9
Students	6	1	7
Students, Faculty	18	3	21
Faculty	18	2	20
No regular evaluation	70	8	78
No Answer	6	3	9
Total	136	27	163

29. Do you have regular faculty evaluation for tenured faculty by:

	Public	Private	Total
Students, Faculty, Admin.	14	4	18
Students, Admin.	8	5	13
Faculty, Admin.	1	-	1
Administration	12	2	14
Students	7	2	9
Students, Faculty	15	3	18
Faculty	15	2	17
No Evaluation	57	6	63
No Answer	7	3	10
Total	136	27	163

30. Do you utilize search committees for recruiting?

	Public	Private	Total
Faculty	10	3	13
Administrators	6	2	8
Faculty and Administrators	114	19	133
Neither	1	--	1
No Answer	5	3	8
Total	136	27	163